

| Program Strategy | | Personnel Services | | Dept | | Human Resources | |
|---|-------|--------------------|-------|-------|-------|-----------------|----------|
| DESIRED FUTURE | | | | | | | |
| GOAL 8 - Governmental Excellence and Effectiveness | | | | | | | |
| Desired Community Condition(s) | | | | | | | |
| 52. Competent, well-trained motivated employees contribute to the achievement of City goals and objectives. | | | | | | | |
| 48. Financial assets are maximized and protected, and analyzed and reported accurately, understandably, and usefully. | | | | | | | |
| 50. Products, services, and materials are obtained efficiently, fairly, and in a timely manner. | | | | | | | |
| 51. City services, operations, and finances are measured and audited as needed and meet customer needs. | | | | | | | |
| 53. The work environment for employees is healthy, safe and productive. | | | | | | | |
| 57. City fixed assets, property, and infrastructure meet City goals and objectives. | | | | | | | |
| 58. Departmental human and financial resources and fixed assets are managed efficiently and effectively. | | | | | | | |
| Measures of Outcome, Impact or Need | | | | | | | |
| | FY 01 | FY 02 | FY 03 | FY 04 | FY 05 | FY 06 | FY 07 |
| # of classified/unclassified positions | * | * | * | * | * | 2132/562 | 2182/585 |
| # personnel actions completed ¹ | — | 258 | 596 | 1521 | 1728 | 3460 | 3420 |
| Avg monthly City-wide vacancy rate | ** | ** | ** | ** | ** | ** | 7% |
| % of grievances resolved before passing from management control | ** | ** | ** | ** | ** | ** | 75% |
| # HR sick hours used per 1000 hours (n/d) | — | — | 25.2 | 21.5 | 27.4 | 25.0 | 25.0 |
| # of Workers Comp injuries per HR employee (n/d) | * | * | * | * | * | 4/41 | 2/41 |
| PROGRAM STRATEGY RESPONSE | | | | | | | |
| Strategy Purpose | | | | | | | |
| Provide for the effective administration, compensation, testing, insurance, and training of employees; promote cooperative labor/management agreements; investigate employee and customer complaints; and ensure compliance with federal, state, and local laws; Personnel Rules and Regulations; Merit System ordinance; and City Council resolutions and ordinances so that the work force is motivated, qualified, and contributing to the achievement of City goals. | | | | | | | |
| Key Work Performed | | | | | | | |
| <ul style="list-style-type: none">• Recruit, select, and retain employees• Administer and ensure compliance with the Personnel Rules and Regulations, Merit System Ordinance, collective bargaining agreements, and federal, state, and local laws• Administer insurance, benefit, and retirement services to employees• Equitably classify positions and compensate employees• Negotiate labor/management agreements and resolve employee relations issues• Develop, validate, and administer entry-level and promotional testing programs for public safety departments• Conduct New Employee Orientation, workforce development training, and leadership and management training programs• Investigate employee and customer complaints• Consult on departmental personnel issues• Design and deliver safety, skill, management, and leadership training programs• Administer and provide tuition assistance• Set the policy and service direction for the department• Conducts long term planning and develops the department's strategic plan;• Provide fiscal direction, budgetary control, and management of finances;• Perform accounting, payroll, and purchasing functions;• Processe all departmental personnel actions, disciplines employees and responds to employee grievances;• Provide public information to news media, the general public, and state and federal agencies;• Perform all human resources activities, training, and equipping of staff for the department;• Insure compliance with local, state, and federal guidelines and standards for programs;• Maintain employee records. | | | | | | | |

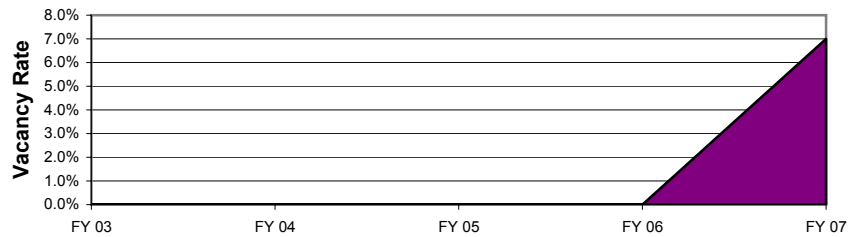
Planned Initiatives and Objectives

1. In conjunction with the Office of Management and Budget and the Department of Finance and Administrative Services, develop an accurate and systematic process to track the City-wide vacancy rate on a monthly basis, to be implemented in FY/07.

| Accelerating <u>I</u> mprovement (AIM) | Why is this measure important? |
|---|--|
| Average monthly vacancy rate (See Planned Initiative 1.) | Vacancies detract from the ability of departments to carry out the program strategies as approved and appropriated by the administration and City Council. |

AIM POINTS

| ACTUAL | | | TARGET | |
|--------|-------|-------|--------|-------|
| FY 03 | FY 04 | FY 05 | FY 06 | FY 07 |
| ** | ** | ** | ** | 7.0% |



Total Program Strategy Inputs

| | | | Actual FY 03 | Actual FY 04 | Actual FY 05 | Approved FY 06 | Mid-year FY 06 | Proposed FY 07 |
|------------------------------|-----------|-----|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|
| Fund | | | | | | | | |
| Full Time Employees | General | 110 | 31 | 30 | 30 | 30 | 30 | 30 |
| | Risk Mgmt | 705 | 0 | 0 | 1 | 1 | 1 | 1 |
| Budget (in 000's of dollars) | | | | | | | | |
| | General | 110 | 2,134 | 2,121 | 2,141 | 2,287 | 2,312 | 2,453 |
| | Risk Mgmt | 705 | 21 | 0 | 44 | 78 | 78 | 78 |

Service Activities

Administration - 4710000

| | | | Actual FY 03 | Actual FY 04 | Actual FY 05 | Approved FY 06 | Mid-year FY 06 | Proposed FY 07 |
|------------------------------|---------|-----|-----------------|-----------------|-----------------|-------------------|-------------------|-------------------|
| Input Fund | | | | | | | | |
| Budget (in 000's of dollars) | General | 110 | 559 | 490 | 515 | 424 | 424 | 655 |

Measures of Merit

| | | | | | | | |
|--|---------|-----|------|------|------|------|------|
| % HR Program Strategies within 5% or \$100k of appropriated budget | Quality | 3/3 | 3/3 | 3/3 | 3/3 | 3/3 | 3/3 |
| % Performance Plan measures updated | Quality | * | * | * | 100% | 100% | 100% |
| # PCard and TCard transactions reviewed | Output | — | — | 35/0 | 40/0 | 29/0 | 45/0 |
| # invoices that appears as over 90 days on unmatched invoice list (unduplicated) | Quality | — | — | 4 | 4 | 1 | 0 |
| # P30s and timesheets processed | Output | 776 | 1058 | 1150 | 2100 | 1200 | 1500 |
| # requisitions processed | Output | — | — | 6 | 6 | 3 | 6 |
| # purchases made requiring submission of bids | Output | * | * | * | 0 | 0 | 0 |
| # HR positions advertised and processed through HR procedures | Output | | | | 7 | 7 | 5 |
| Internal Customer Satisfaction Survey | Quality | ** | ** | ** | ** | ** | 3.5 |
| Total hours of training per HR employee funded by department (n/d) | Output | * | * | * | 8 | 0 | 8 |

| | | | | | | | |
|--|---------|----|----|-----|------|------|------|
| # HR positions vacant over 90 days | Quality | | | | 4 | 0 | 3 |
| % HR program managers with annual EWP completed | Output | * | * | * | 100% | 100% | 100% |
| % of HR employees with Annual Performance Review completed | Output | * | * | * | 100% | 100% | 100% |
| # FMLA requests processed | Output | — | — | 977 | 1200 | 435 | 1400 |
| # FMLA requests denied | Output | — | — | 41 | 50 | 25 | 50 |
| \$ value of DOL-levied fines for FMLA violations | Quality | — | — | 0 | 0 | 0 | 0 |
| # Personnel Board Hearings attended | Output | — | — | 12 | 12 | 6 | 16 |
| Customer satisfaction with HR services | Quality | ** | ** | ** | ** | ** | 4.0 |

Employment - 4720000

| | | | Actual | Actual | Actual | Approved | Mid-year | Proposed |
|------------------------------|---------|------|--------|--------|--------|----------|----------|----------|
| | Input | Fund | FY 03 | FY 04 | FY 05 | FY 06 | FY 06 | FY 07 |
| Budget (in 000's of dollars) | General | 110 | 476 | 503 | 542 | 532 | 532 | 451 |

Measures of Merit

| | | | | | | | |
|--|---------|----------------------|----------------------|--------------|--------------|-------------|--------------|
| # new hires (classified/sworn) | Output | 122 _{total} | 951 _{total} | 1117/46 | 1200/60 | 296/24 | 1250/70 |
| # promotions/transfers | Output | 119 | 542 | 611 | 700 | 154 | 700 |
| # seasonal hires | Output | 523 | 570 | 1,088 | 1,200 | 79 | 1,200 |
| # terminations | Output | 1,192 | 1,324 | 1,256 | 1,500 | 1,073 | 1,400 |
| # positions advertised internally | Output | 428 | 988 | 1,456 | 1,500 | 681 | 1,300 |
| # positions advertised externally | Output | 245 | 717 | 1,069 | 1,200 | 575 | 1,200 |
| # applications received electronically / hard-copy | Output | 8124 / 1900 | 34400 / 4038 | 49108 / 3336 | 60000 / 2000 | 21878 / 850 | 80000 / 1500 |
| # City-wide positions vacant over 90 days ² | Quality | * | * | * | 35 | 18 | 25 |
| Avg # days a position is vacant (City-wide) ² | Quality | * | * | * | 60 | 49 | 55 |
| Avg monthly vacancy rate (City-wide) | Quality | ** | ** | ** | ** | ** | 7.0% |
| # hires terminated during probationary period | Quality | 24 | 60 | 81 | 100 | 43 | 100 |
| Customer satisfaction of HR coordinators | Quality | ** | ** | ** | ** | ** | 4.5 |

Employee Relations - 4740000

| | | | Actual | Actual | Actual | Approved | Mid-year | Proposed |
|------------------------------|---------|------|--------|--------|--------|----------|----------|----------|
| | Input | Fund | FY 03 | FY 04 | FY 05 | FY 06 | FY 06 | FY 07 |
| Budget (in 000's of dollars) | General | 110 | 124 | 210 | 117 | 169 | 169 | 174 |

Measures of Merit

| | | | | | | | |
|---|---------|-----|----|----|-----|----|-----|
| Collective bargaining agreements negotiated | Output | 4 | 6 | 7 | 7 | 0 | 7 |
| # Labor Management Board Hearings attended | Output | 24 | 24 | 24 | 24 | 12 | 24 |
| # City Bargaining Agreement Grievance Hearings attended | Output | 50 | 50 | 50 | 120 | 61 | 120 |
| # City Bargaining Agreement grievances | Quality | 240 | 30 | 30 | 60 | 30 | 60 |

Employee Equity - 4741000

| | Input | Fund | Actual | Actual | Actual | Approved | Mid-year | Proposed |
|------------------------------|-----------|------|--------|--------|--------|----------|----------|----------|
| | | | FY 03 | FY 04 | FY 05 | FY 06 | FY 06 | FY 07 |
| Budget (in 000's of dollars) | General | 110 | 143 | 115 | 118 | 195 | 195 | 205 |
| | Risk Mgmt | 705 | 0 | 0 | 44 | 78 | 78 | 78 |

Measures of Merit

| | | | | | | | |
|--|---------|----|-----|-------|-----|----|-----|
| # external (EEOC/HRD) complaints received | Output | * | * | * | 75 | 43 | 80 |
| # external "cause" findings | Quality | * | * | * | 5 | 1 | 4 |
| # employees receiving "Harrassment Avoidance" training | Output | * | * | * | 376 | 25 | 250 |
| # supervisors receiving "Harrassment Avoidance" training | Output | * | * | * | 80 | 25 | 75 |
| # employee consultations regarding ADA issues | Output | — | 208 | 139 | 150 | 65 | 150 |
| # employees receiving ADA compliance training | Output | — | 676 | 1,378 | 376 | 25 | 250 |
| # supervisors receiving ADA compliance training | Output | — | 500 | 102 | 80 | 25 | 75 |
| # department ADA consultations | Output | ** | ** | ** | ** | ** | 15 |
| # internal discrimination claims investigated | Output | * | * | * | 60 | 48 | 55 |
| # internal discrimination claims verified as having merit | Quality | ** | ** | ** | ** | ** | 10 |
| # internal discrimination claims subsequently filed with EEOC/HRD | Output | * | * | * | 5 | 2 | 5 |
| # internal claims subsequently filed with EEOC/HRD receiving "cause" findings | Quality | * | * | * | 5 | 2 | 5 |
| #internal investigations of claims not related to discrimination issues (violence in the workplace, whistleblower retaliation) | Output | * | * | * | 60 | 31 | 55 |

Classification/Compensation - 4760000

| | Input | Fund | Actual | Actual | Actual | Approved | Mid-year | Proposed |
|------------------------------|---------|------|--------|--------|--------|----------|----------|----------|
| | | | FY 03 | FY 04 | FY 05 | FY 06 | FY 06 | FY 07 |
| Budget (in 000's of dollars) | General | 110 | 199 | 170 | 158 | 263 | 288 | 236 |

Measures of Merit

| | | | | | | | |
|--|---------|---|---------------------|---------------------|--------|-------|--------|
| # job classifications | Demand | * | * | * | 830 | 857 | 880 |
| # job descriptions updated or revised | Output | * | * | * | 170 | 275 | 200 |
| # hours expended on analyses and reclassifications for vacant / filled positions | Output | * | * | * | 390 | 160 | 600 |
| # hours expended on classification/ compensation analyses and research | Output | * | * | * | 650 | 350 | 650 |
| # positions reclassified (vacant/filled) | Quality | — | 65 _{total} | 82 _{total} | 140/25 | 80/15 | 160/25 |
| # new positions created | Output | — | 100 | 139 | 155 | 82 | 180 |
| # department reorganizations analyzed | Output | — | 6 | 3 | 3 | 1 | 4 |
| # new job descriptions created | Output | * | * | * | 45 | 63 | 75 |

Employment Testing - 4761000

| | | | Actual | Actual | Actual | Approved | Mid-year | Proposed |
|------------------------------|---------|------|--------|--------|--------|----------|----------|----------|
| | Input | Fund | FY 03 | FY 04 | FY 05 | FY 06 | FY 06 | FY 07 |
| Budget (in 000's of dollars) | General | 110 | 254 | 224 | 235 | 242 | 242 | 253 |

Measures of Merit

| | | | | | | | |
|---|---------|-------|-------|-------|--------|--------|--------|
| # public safety entry-level and promotional processes | Output | 9 | 8 | 7 | 8 | 4 | 8 |
| # candidates participating in entry-level and promotional processes | Output | 1,540 | 1,259 | 1,270 | 1,300 | 62 | 1,300 |
| Subject Matter Expert (SME) level of confidence in public safety department testing (5-point scale) | Quality | 4.5 | 4.3 | 4.3 | 4.0 | 4.3 | 4.0 |
| Candidates' level of satisfaction with testing process (5-point scale) | Quality | 4.3 | 4.3 | 4.3 | 4.0 | 4.2 | 4.0 |
| % test items challenged (n/d) | Output | * | * | * | 60/450 | 30/450 | 60/450 |
| % test item challenges upheld (n/d) | Quality | * | * | * | 20/60 | 10/60 | 20/60 |
| # public safety employees receiving SME training | Output | * | * | * | 24 | 0 | 24 |
| % test questions invalidated by SMEs (n/d) | Quality | * | * | * | 8/450 | 0/450 | 8/450 |

Training - 4799000

| | | | Actual | Actual | Actual | Approved | Mid-year | Proposed |
|------------------------------|---------|------|--------|--------|--------|----------|----------|----------|
| | Input | Fund | FY 03 | FY 04 | FY 05 | FY 06 | FY 06 | FY 07 |
| Budget (in 000's of dollars) | General | 110 | 379 | 419 | 456 | 462 | 462 | 479 |

Measures of Merit

| | | | | | | | |
|---|--------|-------|-------|-------|-------|-------|-------|
| # employees receiving training | Output | 2,526 | 3,030 | 4,054 | 4,500 | 2,253 | 4,995 |
| # employees receiving tuition assistance | Output | 449 | 374 | 361 | 350 | 157 | 300 |
| # organizational facilitation processes | Output | * | * | * | 10 | 5 | 10 |
| # contact hours for facilitation | Output | * | * | * | 400 | 150 | 400 |
| # organizational change efforts (learning/behavior based) | Output | 14 | 13 | 8 | 8 | 2 | 6 |
| # employees trained as trainers | Output | 78 | 36 | 52 | 50 | 31 | 45 |
| # blended learning/training programs deployed | Output | * | * | * | 2 | 1 | 4 |
| # web-based training modules available | Output | 12 | 15 | 20 | 30 | 22 | 40 |
| # applications for PMDP program | Output | * | * | * | 150 | 156 | 150 |
| # applications accepted in PMDP program | Output | * | * | * | 30 | 30 | 30 |
| # supervisors attending/graduating from LSDP program | Output | ** | ** | ** | ** | ** | 24 |
| # supervisors attending MDI management conferences | Output | * | * | * | 2,000 | 994 | 2,000 |
| # training programs deployed using a blended format | Output | * | * | * | 2 | 1 | 2 |
| # employees receiving quarterly safety/health training | Output | ** | ** | ** | ** | ** | 2,000 |
| # custom designed training programs | Output | * | * | * | 15 | 7 | 15 |
| # staff hours designing training | Output | * | * | * | 4,500 | 2,409 | 4,500 |
| # staff hours delivering training | Output | * | * | * | 2,000 | 1,001 | 2,000 |

| | | | | | | | |
|---|---------|-----|-----|-----|-----|-----|-----|
| # City departments using CLEAD facilities | Output | ** | ** | ** | ** | ** | TBD |
| # participants using CLEAD facilities | Output | ** | ** | ** | ** | ** | TBD |
| # deployed training programs applying level 2 evaluation | Quality | * | * | * | 2 | 1 | 2 |
| # deployed training programs applying level 3 evaluation | Quality | ** | ** | ** | ** | ** | TBD |
| Average PMDP participant pre/post test score | Quality | ** | ** | ** | ** | ** | TBD |
| Average LSDP participant pre/post test score | Quality | ** | ** | ** | ** | ** | TBD |
| # Developed Learning Organizations | Quality | 4 | 4 | 4 | 4 | 4 | 4 |
| Client confidence in Subject Matter Experts (4-point scale) | Quality | 3.8 | 3.7 | 3.7 | 3.7 | 3.6 | 3.8 |
| Client confidence in program/course content | Quality | 3.7 | 3.7 | 3.8 | 3.8 | 3.7 | 3.8 |
| Pre-management Development Program (PDP) graduation rate | Quality | ** | ** | ** | ** | ** | TBD |
| Ratio of PDP graduates receiving job promotions | Quality | ** | ** | ** | ** | ** | TBD |
| Strategic Accomplishments | | | | | | | |
| | | | | | | | |
| Measure Explanation Footnotes | | | | | | | |
| * New measure implemented FY/06 | | | | | | | |
| ** New measure implemented FY/07 | | | | | | | |
| ¹ Includes only new hires, transfers, promotions, and terminations. Terminations not included in FY/02, 03, 04, or 05. | | | | | | | |
| ² Based on the end of advertisement period to the date the Recommendation for Hire is approved | | | | | | | |